

CHAPTER 7

FINDINGS, IMPLICATIONS, RECOMMENDATIONS & CONCLUSIONS

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CHAPTER: 7

FINDINGS, IMPLICATIONS, RECOMMENDATIONS & CONCLUSION

7.1 FINDINGS:

The findings of the research study are given below:

7.1.1 Findings relating to Demographic profile of the respondents.

- ✓ Data was collected from 1500 employees of three public and three private sector banks from three states of Western India. SBI, BOB, PNB, ICICI, AXIS and HDFC were the selected public and private sector banks. 250 number of respondents belonged to each of the six banks.
- ✓ Out of total 1500 respondents 36% belonged to state Gujarat, 36% from Maharashtra and 28% from Goa.
- ✓ 61.1% were males and 38.9% were females. Thus percentage of males was higher than females. 708 respondents belonged to officer category, out of which 496 were males and 212 were females and 792 respondents belonged to clerical cadre out of which 421 were males and 371 were females.
- ✓ Majority of the respondents i.e. 35.6% were of age group between 25-35 years. Only 2.3% of the respondents were of above 55years of age group.
- ✓ 62.5% of the respondents were graduates and 37.5% were post graduates.
- ✓ Majority of the respondents i.e. 40.3% have only one dependent while 22.2% have zero number of dependents on them.
- ✓ For routine banking operations, 72.4% of the respondents have good skill in using computer while 20.7% were very good in using computer.

- ✓ Out of total 1500 respondents 83.7% of respondents were not ready to opt for VRS.
- ✓ Opinion about difficulty in adjusting to the existing organizational climate differs based on type of bank they work and designation they are in. No difference in gender was found.
- ✓ Opinion about organizational climate affect health adversely significantly differs in public and private sector banks and also between officer and clerical cadre. But there was no gender difference found.

7.1.2 OBJECTIVE WISE FINDINGS:

Objective 1: To measure and compare the perception of Organizational climate in selected public and private sector banks of Western India.

To measure the perception of organizational climate in selected public viz. SBI, BOB & PNB and private sector viz. ICICI, AXIS & HDFC mean score has been used. Table 6.34 summarizes the mean score for the total organizational climate and of various aspects about perception of organizational climate in public and private sector banks. The Mean score for both public and private sector banks were above 3. This indicates that organizational climate as perceived by respondents is positive in both selected public and private banks.

Perception of organizational climate in selected public and private banks was compared with the help of T test analysis as presented in Table 6.40. The result indicates significant difference in the perception of climate in public and private banks for various aspects except for six statements presented in following table.

**Table Number 7.1: Showing no Difference in Perception of
Organizational climate**

Statements Organizational Climate	Public Sector Banks	Private Sector Banks	T Value	P Value
	Mean	Mean		
The organization's goals and objectives clear to me.	3.87	3.88	-.478	.633
Bank conducts adequate training programmes for its employees.	3.98	4.00	-.726	.468
Employees are appreciated for their developments	4.25	4.27	-.640	.522
I am satisfied with the methods of performance appraisal adopted.	3.88	3.93	-1.915	.056
I receive regular feedback regarding my work performance.	4.01	4.00	.199	.842
Management suggests me with adequate corrective action.	4.22	4.18	1.196	.232

The overall mean score of public sector banks= 4.08 and private sector banks= 3.98. It can be concluded that respondents of public sector banks have more positive perception about the organizational climate than private sector banks.

Objective 2: To measure and compare the job satisfaction among employees of selected public and private sector banks.

To measure and compare the job satisfaction in public and private sector banks mean score and T test has been computed. Table 6.35 gives the mean score of selected public and private sector banks on job satisfaction related aspects and overall job satisfaction. The Mean score for both public and private sector banks were above 3. Therefore, it can be concluded that respondents in both

public and private banks are satisfied. However, there is significant difference in job satisfaction of both banks except for four items presented in following table:

Table Number 7.2: Showing no difference in Job Satisfaction

Statements Job Satisfaction	Public Sector Banks	Private Sector Banks	T Value	P Value
	Mean	Mean		
I can show my abilities in this job	4.20	4.13	1.892	.059
Working hours of the bank	4.18	4.13	1.429	.153
Employees consult each other when they need support.	4.22	4.16	1.877	.061
Individuals appreciate the personal contributions of their peers.	4.20	4.14	2.001	.046

The overall mean score of public sector banks= 4.13 and private sector banks= 4.02. It can be concluded that respondents of public sector banks are more satisfied than private sector banks.

Objective 3: To investigate the relationship between organizational climate & its various dimensions with job satisfaction.

Relationship between organizational climate and job satisfaction was investigated by correlation analysis presented in Table 6.36. Thus, based on the result presented in the table 6.36, it can be concluded that organizational climate and job satisfaction is positively correlated.

To investigate the relationship between climate dimensions and job satisfaction factor analysis was carried on. Factor analysis through Principal Component reduced number of statements of organizational climate in groups. Out of twenty seven statements 18 statements with factor loading above 0.4

were grouped into 6 dimensions. Regression analysis was done to examine the relationship between these dimensions and job satisfaction. The table number 6.37 shows the regression analysis with adjusted $R^2 = 0.658$. In Coefficient table the significant value of all the dimensions is less than 0.05 so it is concluded that there is considerable relationship among various dimensions of organizational climate and job satisfaction.

Objective 4: To find out the difference in perception of organizational climate and job satisfaction in selected public sector bank employees.

One way ANOVA was conducted to find out the difference in perception of organizational climate in selected public sector banks viz. SBI, BOB, PNB. Table 6.43 depict ANOVA results for organizational climate with significant value 0.000 which is less than 0.05. Therefore it can be concluded that there is difference in perception of organizational climate in all three public sector banks. Post Hoc Tukey test was used for multiple comparisons between three public sector banks as presented in table 6.44. The result indicated that the respondents of PNB have high positive perception of organizational climate.

One way ANOVA was conducted to find out the difference in job satisfaction of employees in selected public sector banks viz. SBI, BOB, PNB. Table 6.49 shows ANOVA results of job satisfaction with significant value 0.000 which is less than 0.05. Therefore it can be concluded that there is difference in job satisfaction of employees in all three public sector banks. For multiple comparisons three public sector banks, Post Hoc Tukey test was used as presented in table 6.50. The result indicated that the employees of PNB more satisfied than the employees of other two banks.

Objective 5: To find out the difference in perception of organizational climate and job satisfaction of employees in selected private sector banks.

To find out the difference in perception of organizational climate in selected private sector banks viz. ICICI, AXIS, HDFC, One way ANOVA was used. Table 6.46 shows ANOVA results for organizational climate with significant value 0.000 which is less than 0.05. Therefore it can be concluded that there is difference in perception of organizational climate between all the three private

sector banks. Multiple comparisons with Post Hoc Tukey test as presented in table 6.47 indicated that employees of AXIS bank have more positive perception of organizational climate than of other two banks.

Table 6.52 shows ANOVA result for difference in job satisfaction of employees in three private sector banks. The P Value of ANOVA is 0.661 therefore it is concluded that there is no difference in job satisfaction of employees of three private sector banks viz. ICICI, AXIS, HDFC.

Objective 6: To determine whether perception of organizational climate and job satisfaction vary across the different demographic variables (gender, designation and educational qualification).

To determine the difference in perception of organizational climate and job satisfaction across the different demographic variables (gender, designation and educational qualification) of respondents T test was conducted.

Table Number 7.3

T test Result- Demographic Variables, Organizational Climate & Job Satisfaction

Demographic Variables		N	Organizational Climate			Job Satisfaction		
			Mean	T value	P value	Mean	T Value	P value
Gender	Males	917	4.04	.306	.105	4.08	1.315	.189
	Females	583	4.02			4.06		
Designation	Officers	708	4.02	-1.322	.187	4.04	-3.580	.000
	Clerks	792	4.04			4.10		
Qualification	Graduates	937	4.01	-3.429	.001	4.06	-2.285	.022
	Post Graduates	563	4.07			4.10		

Table 7.3 shows the T test result, thereby it can be concluded that there is no difference in perception of organizational climate and job satisfaction of males and females.

There is also no difference in perception of organizational climate of officers and clerks but there exist difference in their level of job satisfaction. Clerical staff is more satisfied than the officers.

T test indicates significant difference in perception of organizational climate and job satisfaction between graduate and post graduate. Post graduates have more positive perception of organizational climate and are also highly satisfied than graduates.

Logistic Regression:

Type of bank can be predicted on the basis of organizational climate and job satisfaction of employees. Binary logistic regression was used for the analysis. Dependent variable is binary variable viz. Public or private sector bank and independent variables were organizational climate and Job satisfaction.

Table Number 7.4: Model Summary

-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
2028.460 ^a	.033	.045

Table Number 7.5 Classification Table

		Predicted		
		Bank Type		Percentage Correct
		Public Sector Bank	Private Sector Bank	
Bank Type	Public sector Bank	453	297	60.4
	Private sector Bank	288	462	61.6
Overall Percentage				61.0

Table Number 7.6 Variables in Equation

Source	B	S.E.	Wald	df	p-value	Exp (B)	95.0% C.I. for OR	
							Lower	Upper
Org Climate	-.337	.287	1.378	1	.240	.714	.407	1.253
Job Satisfaction	-.958	.283	11.487	1	.001	.384	.220	.668
Constant	5.266	.785	45.000	1	.000	193.692		

Regression Model

Type of Bank= 5.266-0.337 (Organizational Climate)-0.958(Job Satisfaction)

With the help of this model, one can predict type of bank based on knowledge about employee's perception of organizational climate and their level of job satisfaction. R^2 value of this model is 0.033 and this model predicts 61.0% accurate results. Job satisfaction is significant predictor for this model.

7.2 IMPLICATIONS, SUGGESTIONS & RECOMMENDATIONS OF THE RESEARCH STUDY

The researcher has made an attempt to bring out implications, suggestions and recommendations based on selected items of organizational climate and job satisfaction of selected public and private sector banks of Western India.

There are various significant crucial and apparent implications of the research study. The study brings out the statistically significant association between organizational climate its dimensions and job satisfaction. Every organization should be persistently being conscious of their organizational climate, mechanisms to check that they need to improve the climate and employees perception. Banking sector being backbone of any economy, the bank employee's perception towards organizational climate and their job satisfaction will affect any banks performance and growth.

The study also reveals the fact that there is difference between selected public and private sector banks regarding perception of organizational climate and employees' job satisfaction level.

Organizational Climate

- Public sector banks have more positive perception of organizational climate than private sector banks. But still public sector banks score low in certain aspects of organizational climate than private.
- Organizational climate of public sector bank can get better if they focus on aspects of knowledge and information sharing across the organization and providing information to employees needed to perform job well.
- Private sector banks scores low in various aspects of organizational climate then public. They can improve their climate by establishing clear reporting structures, clarity about roles and responsibilities of employees. Developing climate where immediate manager values employees contribution, gel up well with employees and appreciating employees personal development.
- Morale across the organization, employees feeling of being valued and part of organization, fair treatment, appreciation of senior management, transparency in transfer policy, opportunity for personal growth and development are the areas which requires focus of management of private sector banks to improve their organizational climate.
- Private Banks also needs to concentrate on physical amenities required by employees to do the job. Managers of banks should listen to his/her staff.
- When organizational climate is weak it affects employee's productivity, satisfaction, motivation and therefore every organization should take the measures to improve their climate.

Job Satisfaction

- Job Satisfaction and dissatisfaction of bank employees should be assessed at regular intervals for developing practical, realistic policies which brings success and progress to organization.
- Public sector banks needs to pay attention on making the job interesting for their employees as they score low in this aspect.
- While private sector banks should focus their attention on making the work more challenging, providing enough autonomy to employees in doing job, feeling safe at work place, retaining best employees, team work, interpersonal relationship with colleagues, assigning work that gives satisfaction.
- Salary paid, other financial incentives such as HRA, LTC, Pay increments and revision, retirement benefits, job security are the areas of low satisfaction of private sector banks. Private sector banks should provide better compensation and other benefits in order to enhance the satisfaction level of their employees.

7.3 Conclusions of the Research Study:

In the changing scenario of job market where there is more diverse work force, readiness of younger employees to move to another better job, technological up gradation creating healthy, open, innovative and flexible organizational climate is the greatest challenge. HR professionals in today's time has to face challenges in formulating and implementing Human Resource policies to maintain or enhance bank employee's productivity and their job satisfaction.

The study provides an insight in to the existing organizational climate and its impact on employee's job satisfaction in banking industry. The study identified various dimensions of organizational climate. The analysis revealed positive correlation between organizational climate, its various dimensions and job satisfaction. Employees are the most important and unique assets of any organization. No organization can survive, grow or succeed without its

employees. Employee's job satisfaction their performance, motivation, commitment is highly influenced by the Climate of organization. So every organization should put the efforts to improve and create healthy climate for its employees.

Liberalization, Privatization and Globalization has led to intense competition between public and private sector banks. The study findings lead us to the conclusion that there is significant difference in selected public and private sector banks regarding selected aspects of organizational climate and job satisfaction. Employees of public sector banks have more positive perception of organizational climate and are highly satisfied than private sector banks. To remain competitive private banks should work on improvising the organizational climate and thereby enhance the satisfaction of employees. Private Banks should try to retain its best employees, should appreciate their good performance and provide enough autonomy in doing the job.

The data analysis has indicated that there was difference in selected public and private sector banks respondents regarding opinion about difficulty in adjusting to the existing Organizational climate and Organizational climate affect health adversely. Further the findings of the study also led to conclusion that there was no difference in perception of organizational climate and job satisfaction level of male and female employees. Designation of employees was also independent in perception of organizational climate but there was difference in their job satisfaction. Clerks were more satisfied than officers. There was significant difference in perception of organizational climate and job satisfaction of Post graduates and graduates. Post graduates have more positive perception of organizational climate and are highly satisfied than graduates.

7.4 Limitations of the Research Study:

- The study is confined to selected cities of three states of Western India (Gujarat, Maharashtra and Goa), it would be inappropriate to generalize it for entire population.
- The study includes only three public viz. SBI, BOB, PNB and three private sector banks viz. ICICI, AXIS, HDFC. Various other public and private sector banks are not incorporated in the study.
- There are radical changes going on in banking industry which leads to changes in organizational climate and thereby job satisfaction. Thus it is difficult to obtain accurate conclusions.
- The research study was based on collection of primary data through use of structured non disguised questionnaire. All hard work was done to verify, lessen and reduce unclear responses as given by selected bank employees.
- The sampling design and sample size used by the researcher for the given study may limit the findings of the study.

7.5 Directions for the future Research Study:

- The study focused on three state of Western India that to selected cities, similar studies can be carried out in different part of the country.
- The study covered comparative study of three public and three private sector banks, similarly future research can incorporate comparative study on other public and private sector banks. Also comparative study of Co-operative, Regional rural and Foreign banks can be taken for the future research.
- Other research studies can be carried out to investigate the various other variables that have significant relationship with organizational climate such as motivation, performance.
- Future research about stress in banking industry and its impact on climate and job satisfaction can be carried out.